

Working Groups Session - FACILITATION GUIDE

Facilitator Name: _____

Notetaker Name: _____

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Objectives of the Workshop:

- Foster new collaborations and partnerships.
- Understand areas that benefit from One Health collaboration and facilitate One Health conversations.
- Prioritize the One Health goals agreed on by multisectoral, One Health partners.
- Develop a report of the assessment to guide funding, program activities, and policy decisions.

Overview of Working Group Discussion:

- Who: OHNA Working Group should include ~5-15 participants, plus one facilitator, one notetaker, and one scribe (if applicable).
- What: This guide supports the collection of information in these small groups concerning the experience of multidisciplinary, cross-sectoral organization representatives. It analyzes one topic, identifies a goal, assesses the related best practices and barriers, and provides solutions to reach the identified goal.
- When: All working group discussions are 1 hour 45 minutes. The guide breaks down the approximate amount of time the group should spend on each step of the discussion to ensure adequate time to address all sections. 10 simultaneous working group discussions will occur during each working group session.
- Where: Six working group discussions will happen in Ballroom C&D, the other four discussion sections will be in smaller meeting rooms throughout the CWU Student Union & Recreation Center. Please confirm where your group assignment is located and have ready the location of all group assignments to guide participants to the correct group.

Before you start:

Throughout this document, **scripts that should be used in all groups are in italics. Please be sure to address these sections with your group.**

Organizing your group:

- Please confirm that you have 5-15 members in your group.
- Remind your group: *We are prioritizing diverse collaboration within these working groups. Look around and consider whether your perspective may overlap with colleagues at the table. If you and another person at this table work closely together, feel free to discuss which working groups you each would be best seated in. There are many discussions happening at once and you and your colleague can work together to contribute to multiple discussions.*
- If your group size is less than 5: Please ask your group if they are comfortable continuing this discussion or would they like to disperse and join other working group discussions. Ask your

group if they feel prepared to analyze this topic, identifying a goal, assessing the best practices and barriers, and providing solutions to reach the identified goal.

- If your group size is greater than 15: Please ask your group if anyone would like to volunteer to opt-in to another discussion. Emphasize that there are many critical discussions happening throughout the session and diverse cross-sectoral partners are needed in all discussions. Also, share that discussion groups larger than 15 may make it difficult for participants to provide input.

Short group introductions: **[time: 10 mins or less]**

To begin, let's start with a short round of introductions, including your name, where you work, and a short description of your role at work.

- Facilitator, Notetaker, and Scribe included
- Ensure everyone has an opportunity to give an introduction, but that intros are succinct

Notetaker, Add names of group members below:

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The topic we are here to discuss today is:

Topic: _____

Step 1: Describe the topic/goal: [time: ~15 mins]

Reminder:

- Facilitator: 2-minute recap at the end.
- Facilitator: Please have participants record their ideas on post-it notes before sharing with the group. This will allow individuals time to consider the questions for themselves and helps with record keeping. The post-it notes should be added to the easel pads accordingly.
- Scribe/Facilitator: Please take the post-it notes and group similar ideas together to reveal cross-cutting themes.

Some subtopics have already been identified by the advisory committee. These subtopics break down the specific topic or reveal components that are root causes, key contributors, possible solutions, or other critical discussion topics to support framing this goal. The pre-identified subtopics are:

Subtopic:

Subtopic:

Subtopic:

Subtopic:

We'll start by spending about 15 minutes scoping the discussion – ensuring that the subtopics outlined here are relevant, complete, and framed in a way we are in agreement with.

Guiding Questions: *critical question*****

When you think about this topic...

- 1) Are there any other key contributors, root causes, big-picture solutions, or critically related discussion topics that are missed in the subtopics?
- 2) Do the outlined subtopics need to be re-worded for clarity?
- 3) Are you in agreement that the pre-defined subtopics are relevant, or should any be discarded?
- 4) ****Is it possible to frame the topic as a specific goal or goals (i.e., a general direction of progress or improvement that is desirable for this topic)?****

We'll discuss barriers, strengths, and solutions in more detail further on – right now, we are just scoping the discussion.

Please take 5min now to write on a post-it note any additions, re-wording, discards, or specific goals.

After 5 min: Round-robin discussion of edits for scoping. Ask each person for their input, allowing questions/comments/discussion as needed. Post-it notes are grouped on the paper poster display.

Now that we have scoped this topic by understanding the related subtopics, we can begin to analyze the barriers and gaps in progress...

Step 2: Assess Barriers & Gaps: [time: 15-20 mins]

Reminder:

- 2-minute recap at the end.
- Facilitator: Please have participants record their ideas on post-it notes before sharing with the group. This will allow individuals time to consider the questions for themselves and helps with record keeping. The post-it notes should be added to the easel pads accordingly.
- Scribe/Facilitator: Please take these post-it notes and group similar ideas together to reveal cross-cutting themes.
- Notetaker: When possible, add context to your notes. (I.e., which representatives/agencies are facing these barriers, is everyone agreeing around a topic or concern)

Step 2 Guidance:

- Funding as a barrier: While a lack of funding can be a barrier, steer your group away from diving too deep into this. Try to reveal additional limitations.
"If we did have funding or if funding was not an issue, what other obstacles are preventing successful progress?". Please use the additional probing questions to learn about the problems more fully. We seek to unpack all the associated barriers and gaps; everything will cost money.

We will take about 15 minutes to discuss in more detail the barriers and gaps related to making progress in this area. When we think about [TOPIC], what barriers come to mind? Use the subtopics to help consider different aspects of the topic in detail.

Guiding Questions:

When you think about this topic...

- What **barriers or gaps** are causing this need in **your** experience? These could be either root causes or barriers in a process.
- Are there gaps in research, knowledge, expertise, or data availability?
- Are there factors inhibiting collaboration, communication, coordination, and capacity building across sectors and society?
- Are there gaps in training or education?
- Are there gaps in regulation or legislation?
- What are the current limitations in addressing each subtopic in your own work/organization?
- To assess past experiences, what has contributed to past failures or shortcomings when addressing the issue?
- To assess our current reality, what is missing for successful progress?

Please take about 5 minutes now to write individual barriers or gaps on the post-it notes.

After 5 min: Round-robin discussion of barriers/gaps. Ask each person for their input, allowing questions/comments/discussion as needed. Post-it notes are grouped on the paper poster display.

(text boxes start on the next page)

Parking lot ideas:

Now that we have analyzed the barriers and gaps, let's describe the systems supporting this topic and best practices that should be used moving forward...

Step 3: Assess Strengths & Best Practices: [time: 15-20 mins]

Reminder:

- Facilitator: 2-minute recap at the end.
- Facilitator: Please have participants record their ideas on post-it notes before sharing with the group. This will allow individuals time to consider the questions for themselves and helps with record keeping. The post-it notes should be added to the easel pads accordingly.
- Scribe/Facilitator: Please take the post-it notes and group similar ideas together to reveal cross-cutting themes.
- Notetaker: When possible, add context to your notes. (I.e., which representatives/agencies are using these practices, is everyone agreeing around a topic or strength)

The next 15 minutes are dedicated to discussing the strengths and best practices related to achieving progress in more detail. When we think about [TOPIC], what existing strengths come to mind? Consider strengths within your own places of work. Are there existing examples of best practices? Use the subtopics to help consider different aspects of the topic in detail.

Guiding Questions:

When you think about this topic...

- What are some **best practices** that can be used to achieve our aimed progress or goal?
- What are some **strengths** within your areas of work or at your organization that we want to maintain or leverage to move toward achieving our aimed progress or goal?
- To assess past experiences, what has contributed to past successes?
- To assess our current reality, what is already in place to support successful progress?

Please take about 5 minutes now to write individual strengths or best practices on the post-it notes.

After 5 min: Round-robin discussion of barriers/gaps. Ask each person for their input, allowing questions/comments/discussion as needed. Post it notes are grouped on the paper poster display.

Parking lot ideas:

Now that we have discussed the present strengths and barriers, we will create potential solutions to reach the goal(s) outlined. With the rest of our time today we will describe the best approach or approaches...

Step 4: Identify Potential Solutions/Approach: [time: 20-25mins]

Reminder:

- Facilitator: 2-minute recap at the end, this will carry your group into the next step of choosing solutions and evaluating them.
- Facilitator: Please have participants record their ideas on post-it notes before sharing with the group. This will allow individuals time to consider the questions for themselves and helps with record keeping. The post-it notes should be added to the easel pads accordingly.
- Scribe/Facilitator: Please take the post-it notes and group similar ideas together to reveal cross-cutting themes.
- Review the definition of a solution.

*During this discussion, we will spend about 20 minutes using our discussions of **strengths and barriers** to consider optimal approaches or solutions regardless of current resource constraints, including funding. Consider the theory of change introduced at the beginning of this workshop, it reveals three pathways that represent areas where organizations can bring about significant and sustainable change: Pathway 1, policy, legislation, advocacy, and financing; Pathway 2, Organizational development, implementation, and sectoral integration; Pathway 3, Data, evidence, and knowledge.*

Definition of Solution: *A means of solving a problem or dealing with a difficult situation.*

The theory of change is supported by three pathways to change, which represent the areas where organizations have the greatest capacity to bring about significant and sustainable change in terms of the expected outcomes. These three change pathways are:

- **Pathway 1: Policy, legislation, advocacy, and financing** – encompasses all aspects of policy development, political will, enabling regulatory frameworks, investment, and the institutionalization of intersectoral governance.
- **Pathway 2: Organizational development, implementation, and sectoral integration** – encompasses all aspects of the implementation of One Health, including the scaling up of capacity development at regional and country level, community engagement and mobilization for action, multisectoral coordination, collaboration and communication, and the equitable integration of sectors.
- **Pathway 3: Data, evidence, and knowledge** – encompasses the strengthening of the scientific evidence base, knowledge translation into data for evidence, technical tools, protocols and guidelines, information and surveillance systems

Guiding Questions: (you may skip questions that are not appropriate for the topic)

For each question you work through, pause briefly to allow participants to write down thoughts, then ask if anyone has input and allow discussion before moving on to the next topic. Post-it notes are grouped on the paper poster display.

(questions and text boxes start on next page)

- What **successful examples** are available from other locations/jurisdictions? (existing examples)

- Are there **policy changes** that would support progress? (Pathway 1)

- What can your organization do to be more effective in **cross-sectoral coordination** to reach this goal? (Pathway 2)
- Who is already working in this area, and what cross-sectoral coordination can be implemented to reach this goal? (i.e., who and what: example what does WSDA do, what does DOH do, what is the role for UW, etc.) (Pathway 2)
- Can **intersectoral governance (e.g. joint agency working groups)** be established to make progress toward this topic? (Pathway 2)
- Is **community engagement** happening, or should it happen? (Pathway 2)

- Is there **additional research or data generation needed** to support the scientific evidence base for developing approaches? (Pathway 3)

(continues on next page)

- Are there **pathways for securing funding?** (Pathway 1)
Note that funding is in and of itself not a solution, but participants are encouraged to consider pathways for securing funding to support potential solutions.

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Additional potential solutions that fall outside of the scope of the above questions	Classifying by Pathway: Pathway 1,2, or 3

Parking lot ideas:

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Step 5: Select consensus solutions *for which to pursue and recommend next steps:*

[time: 5 mins]

Step 5 Guidance:

- **Facilitator:** After your 2-minute recap from Step 4, use Step 5 to identify which topics the group would like to move forward with analyzing.
- **Facilitator:** Please use your facilitation skills to understand the overall opinions of the group and allow members to understand each other's thoughts.
- **Notetaker:** Make notes of disagreements. Make note if your group is divided or if consensus was easily achieved.
- **Facilitator/Notetaker:** Note whether your group is considering this topic at a high-level or at a low-level, are the solutions proposed very specific or very broad (possibly because there is a lot of work is left to do in this space)?
- **Facilitator:** Consider the solutions: Are they potentially feasible, holistic, and clearly described? Any number of solutions is acceptable, but because of time constraints please evaluate the appropriate # for your group.

- Review the definition of a Solution: A means of solving a problem or dealing with a difficult situation.

Now, we will use this step (step 5) to choose specific solutions to discuss in further detail during the next step (step 6). Looking back on step 4, which of the potential solutions do you think should be prioritized for progress **in the next 5 years**? Consider solutions that are most likely to help achieve the goals or progress we would like to see in the state surrounding [TOPIC].

Guiding Question:

- Review the list of possible solutions above. Where should energy/resources be focused in the next 5 years?

Facilitators can use a voting system, ask participants to write down top 2 solutions and then share, or open for discussion. (if applicable)

Populate chosen solutions into the table below.

[illegible]

Step 6: Detail Next Steps and Logistics for the Selected Consensus Solutions [time: 20 mins]

Reminder:

- 2-minute recap at the end, time permitting.

Step 6 Guidance:

- An example of this process is outlined in the table below. Review the example before collecting participant feedback.

This is the final step in our discussion, and we will use the remaining [XX] minutes. We will work together to outline actionable steps and determine logistics for the selected consensus solutions from Step 5. (e.g. policy changes, funding pathways, strengthening technical tool, coordinating working groups, etc.).

Guiding Questions:

- For each of these solutions, identify next steps. These should be clear actions or activities that work toward the chosen solutions, a description of what is needed, and initial persons to include in future work.

Allow organic discussion; ask for raised hands if in a large group

Rank	Chosen solution for achieving the progress.		Next Steps to start working toward the chosen solution.	Logistics: Who/What/When/Where
	Describe succinctly. Definition: A means of solving a problem or dealing with a difficult situation.		These actionable steps may be processes, techniques, tools, events, actions.	Within the next 1 year, who can help lead this process and what resources are needed or available?
1	<i>Example:</i> Establish research-practice partnership to produce scientific evidence and implement evidence-based practices	a.	Develop a contact list for interested parties, snowball to identify additional contacts	Jane Doe will establish initial contact list; members of list are responsible to invite additional colleagues. Timeline: by 6/1/23
		b.	Establish routine meeting schedule, draft priority projects	John Smith will coordinate initial meeting and establish meeting cadence. The first meeting will be used to establish consensus on priority projects for the workgroup. Timeline for first meeting: 6/30/23
2		a.		

	Add more rows if needed		Add more rows if needed	Add more rows if needed

Wrap up:

Thank you all for your time and participation in the discussion today. Please make sure to leave all post-it notes with the notetaker. [If there is time] Here is a summary of what we discussed and what I will be reporting out to the large group...

Report outs:

Facilitator: [Time: 5 mins]

What to report: A summary of the scope of the goal, major barriers, major strengths, and chosen solutions.

Then open the floor to your group and ask if they would like to add anything you may have missed. Questions, concerns, or comments from the whole audience? Anything missed/context to add?

Notetaker: Continue to take notes during the report outs.

Facilitator Tips:

Dos

- Use inclusive language.
- Ask for clarification if unclear about a participant's intent or question.
- Treat participants with respect and consideration.
- Develop an awareness for barriers for learning (cultural; social; experiential, etc).

- Provide sufficient time and space for participants to gather their thoughts and contribute to discussions.
- Promote willingness to share ideas.
- Ensure the meeting runs on time.
- If time, please do a critical reflection at the conclusion of the discussion.

Don'ts

- Use conventions or language that will exclude certain groups from understanding the context of the discussion or make them feel uncomfortable.
- Assume participants all have the same expectations when the group first convenes.
- Over-generalize behavior or have stereotypical expectations of participants (tokenism).
- Use (or allow others to use) disrespectful language or tone, or disrespectful non-verbal communication.
- Convey a sense of self-importance or superiority.
- Allow only the dominant or more verbal participants to take over the conversation.
- Allow conversations to run over-time

Day 1:

Scribes/Support: Jessica Tommerup, Sarah Garcia, Rezaul Hossain, Chidozie Iwu, Sarah Flores, Carrie Evans, Vickie Ramirez

Group #	Day 1: Topic/Goal	Location *Subject to Change*	Facilitator & Notetaker
Group 1	Path Forward for Addressing Antimicrobial Resistance in WA: Understanding contributors and surveillance	Ballroom, Section C	Facilitator: Carolyn Ham Notetaker: Lynae Kibiger
Group 2	Healthy Ecosystems in WA: Support and sustain biodiversity, minimizing the risks to biodiversity loss on animal wellness*	Ballroom, Section C	Facilitator: Genni Brookshire Notetaker: Rachel Ziejka
Group 3	Healthy Ecosystems in WA: Decrease contaminants and pollutants in the environment, increase cross-sectoral prevention and response efforts	SURC Room 271	Facilitator: Mackenzie Fuller Notetaker: Samantha Delmer
Group 4	Healthy Ecosystems in WA: Prioritizing aquatic life wellness	SURC Room 202	Facilitator: Michelle Welker Notetaker: Thomas LeClair
Group 5	Cross-sectoral Engagement in WA: Moving prevention work upstream—Occupational Health Focus	Ballroom, Section C	Facilitator: Cheri Levenson Notetaker: Katie Tseng
Group 6	Cross-sectoral Engagement in WA: Small/companion animal surveillance	Ballroom, Section D	Facilitator: Hannah Schnitzler Notetaker: Catherine Grady
Group 7	Cross-sectoral Engagement in WA: Disaster preparedness and response*	SURC Room 273	Facilitator: Laura Newman Notetaker: Mary Whittington
Group 8	Data Optimization in WA: Optimize data systems for tracking and reporting One Health data	SURC Room 201	Facilitator: Sargis Pogojans Notetaker: Lauren Sarkissian

Group 9	Improving Zoonotic and Vector-borne Disease Investigation & Education in WA: Improve vector surveillance data practices	Ballroom, Section D	Facilitator: Mary Chan Notetaker: Daniel Smith
Group 10	Improving Zoonotic and Vector-borne Disease Investigation & Education in WA: Improve zoonotic and vector-borne disease case investigation efforts	Ballroom, Section D	Facilitator: Bree Dell Notetaker: Olivia McCollum

Day 2:

Scribe/Support: Cheri Levenson, Olivia McCollum, Catherine Grady, Thomas LeClair, Vickie Ramirez, Rachel Ziejka

Group #	Day 2: Topic/Goal	Location *Subject to Change*	Facilitator & Notetaker
Group 11	Path Forward for Addressing Antimicrobial Resistance in WA: Joint advocacy for practical implementation of AMR response	Ballroom, Section C	Facilitator: Lynae Kibiger Notetaker: Carolyn Ham
Group 12	Healthy Ecosystems in WA: Support and sustain biodiversity, minimizing the risks to biodiversity loss on the environment*	Ballroom, Section C	Facilitator: Genni Brookshire Notetaker: Chidozie Iwu
Group 13	Healthy Ecosystems in WA: Monitoring water quality and HABs	SURC Room 271	Facilitator: Michelle Welker Notetaker: Sarah Garcia
Group 14	Healthy Ecosystems in WA: Coordinating climate change and health and One Health efforts	SURC Room 202	Facilitator: Mackenzie Fuller Notetaker: Rezaul Hossain
Group 15	Cross-sectoral Engagement in WA: Moving prevention work upstream—Public Health Focus	Ballroom, Section C	Facilitator: Laura Newman Notetaker: Jessica Tommerup
Group 16	Cross-sectoral Engagement in WA: Moving prevention work upstream—Veterinary/Animal Health Focus	SURC Room 273	Facilitator: BreeAnna (Bree) Dell Notetaker: Samantha Delmer
Group 17	Cross-sectoral Engagement in WA: Developing agency One Health Strategies	Ballroom, Section D	Facilitator: Mary Whittington Notetaker: Katie Tseng
Group 18	Data Optimization in WA: Optimize cross-agency/institution/organization data collaborations	SURC Room 201	Facilitator: Sargis Pogossians Notetaker: Lauren Sarkissian
Group 19	Improving Zoonotic and Vector-borne Disease Investigation & Education in WA: Improve animal surveillance data practices	Ballroom, Section D	Facilitator: Mary Chan Notetaker: Sarah Flores
Group 20	Improving Zoonotic and Vector-borne Disease Investigation & Education in WA: Pandemic and biosecurity resources and preparation*	Ballroom, Section D	Facilitator: Hannah Schnitzler Notetaker: Daniel Smith

